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ABSTRACT

A study was undertaken of organization development (OD) programs, from the point of view of the organization members who plan and conduct them, to gain information for meaningful planning by the American Society for Training and Development (ASTD). A questionnaire was returned by 103 of 450 randomly selected OD practitioners. Most respondents had educational training of seventeen or more years (79%), had backgrounds in social science or business (75%), and had some type of "group" training. Most were not full-time OD practitioners. Respondents selected Bechard's definition of OD as most acceptable and chose five major thrust areas. In measuring OD processes, the survey questionnaire feedback received support, disenchantment was evidenced with T-groups and Leadership Labs, and MBO was advocated by a majority of the respondents. Over 75% stated they have "measured" their OD efforts, relying heavily on highly subjective methods. Other data collected related to the respondents' professional interests and their attitudes toward ASTD-OD Division. Implications were that since most are part-time OD practitioners, they do not have time to keep abreast of OD publications and are less interested in theory than "how to do it" information. (SC)

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CHARACTERISTICS AND PROFESSIONAL CONCERNS OF ORGANIZATION DEVELOPMENT PRACTITIONERS

A STUDY OF ORGANIZATION DEVELOPMENT PROGRAMS FROM THE POINT OF VIEW OF THE ORGANIZATION MEMBERS WHO PLAN AND CONDUCT THEM.

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CHARACTERISTICS AND PROFESSIONAL CONCERNS OF ORGANIZATION DEVELOPMENT PRACTITIONERS

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July 1, 1973

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CHARACTERISTICS AND PROFESSIONAL CONCERNS OF ORGANIZATION DEVELOPMENT PRACTITIONERS

When the elected officers[1] of the ASTD's Organization Development Division for 1972 met to plan its goals for the year, we[2] realized we lacked a data base on divisional membership that would enable us to conduct meaningful planning. This lack was considered especially serious to us because part of the ethic of OD is to act and plan actions based upon data rather than to act without knowledge of human resources and their desires and aspirations for the organizations of which they are members.

We decided to gather data as soon as possible--and certainly prior to the annual program planning phase in order to reduce the knowledge gap. This article reports on our findings. To our knowledge, it is the first study ever completed which provides data on the characteristics and professional orientations of organizational development practitioners. We hope that our sharing of the results of the study will help OD people obtain a better understanding than exists at present of the field and individuals working in it.

The instrument used to gather data on OD practitioners was developed by Skjervheim and slightly modified by Patten and Shook. It consisted of two parts: one focusing on the organizational location, function, and background of the respondent; and the second, on his conceptions of OD, professional interests, and his attitude toward the work of the ASTD-OD Division.

A random sample of 50 percent of the 900 plus members of the ASTD-OD Division as of July, 1972, was sent the questionnaire. This yielded 103

responses. We had hoped for a higher rate of return. But even without it, we have some useful data we never had before; and it is worth reporting.

The remainder of this report summarizes our findings, interprets them, and indicates their significance for planning to meet the professional needs of OD practitioners.

General Information About the Survey Respondents

The survey participants were asked a series of questions about their work, educational and training backgrounds, and other general informational items thought to be relevant about OD practitioners. The major purpose of these questions was to gather information concerning what type of people make up the OD Division. The data can be used in structuring the Division's programming efforts toward the background and experiences of the members.

The Respondent's Industrial Representation

The survey participants were asked in what industry they worked. If they were consultants external to a firm, school, or agency, they were asked to indicate the industry or industries with which they spent the most time. Listed were 26 industry classifications including both manufacturing and nonmanufacturing industries which are shown in Table 1. All but six of the listed industries were represented among our respondents. The manufacturing and nonmanufacturing classifications were represented by 43 and 56 percent of the respondents respectively.

The respondents also represent organizations with work forces ranging from below 500 to over 100,000 employees. A fairly even distribution was obtained for organizations up to 50,000 employees, with only four persons working in organizations beyond that figure.

Thus, it appears that while representing only a small portion of the ASTD-OD Division, the questionnaires received do represent a good cross-section of OD managers and specialists working in organizations at the present time.

The Respondent's Preparation and Training

If the respondents are at all representative of the OD-Division membership, we are dealing with a highly educated group. Considering years of formal education, 79 percent of the respondents said they had 17 or more years of education. Twenty-one percent have been in school for over 21 years. These individuals most probably have a Ph.D. or close to it. This is a significant finding, especially for the design of seminars and the conduct of other Divisional work.

The majority (62%) of major fields of study reported for the highest educational level attained by the respondent, whether that be at the Bachelor's, Master's, or Ph.D. level for him, turned out to be about evenly divided between psychology and business and economics. The next most represented major was education - at 13 percent. Thus, the practice of organizational development seems to attract individuals from both social science and business-oriented backgrounds.

In addition to formal education in preparation for OD work, there was a general trend toward respondents' having some type of "group" training, i.e. group therapy, sensitivity training, team building, etc. In fact, participation in this type of training was mentioned often by respondents as the starting point in their OD careers. For others, it was emphasized as a type of special training which they received later in

TABLE 1

Percent of Respondents Working in Each of Twenty-Six Manufacturing and Nonmanufacturing Industries

Manufacturing

02%	Food and kindred products	06%	Paper and allied products
00	Transportation equipment	02	Stone, clay, and glass
01	Electrical machinery	00	Lumber and wood products
01	Nonelectrical machinery	00	Rubber and plastic products
04	Apparel and related products	02	Furniture and fixtures
01	Primary metal industries	00	Leather and leather products
02	Fabricated metal products	03	Instruments and related products
01	Printing and publishing	04	Petroleum and coal products
01	Textile mill products	00	Tobacco products
06	Chemicals and allied products		

Nonmanufacturing

02	Retail and wholesale trade	00	Contract construction
08	Government	01	Mining
17	Services and miscellaneous	14	Finance, insurance, and real estate
13	Transportation and public utilities		

their careers and found useful. There appears to be no other common preparation for OD work; and the membership represents a mixture of many different backgrounds and dispositions.

Intra-Organization Information

Within their respective organizations, most of the respondents are not full-time OD practitioners. Sixty-six percent said that OD work makes up less than 50 percent of their total work effort. In addition, 31 percent indicated that no one in their organization practiced OD work more than 50 percent of their time. Yet, there is a sizeable number of members practicing OD nearly full-time, with 21 percent of the respondents indicating that they spent over 76 percent of their time in organizational development efforts. These are important findings which should be recognized when planning OD Divisional functions.

As expected, the majority of the respondents (77%) indicated that they were employed primarily in a staff position. The remaining were spread among private consultants (10%), line positions (08%), and university faculty or administrators (05%). A few of the respondents indicated that they occupied two positions, usually one being an internal staff position and the other an external consultant to some other organization.

Using the organizational levels presented in Table 2, the following two related questions were asked concerning the respondents' positions in their organizations and where they performed OD work.

- Within your firm's/agency's salary structure or on its organization chart, at what level is your position? If you are an external consultant, skip this question.
- Irrespective of official levels at which you or other OD people in your organization may be placed for pay purposes, at what levels do you (and your staff if you have one) spend most of your or their

working time. Circle those levels where you and y
most of your time; and if more than one, indicate
time spent in a typical year. If an external cons
dicate the levels of management with which you wor
manner.

As indicated in Table 2, most of the respondents are
at or near the fourth level of management in their organi
the average being 4.5.

A restriction placed on the data and on its interpre
we do not know how many levels of management there are in
tion and whether the firm was organized as a conglomerate
traditional decentralized corporate headquarters, divisio
basis. However, the size of the organizations represente
useful information.

Close inspection revealed that over 61 percent of th
represented organizations employing 2,000 persons or more
tions of those sizes, the four levels of management would
be unusual. In fact, it would be unusual to have only fo
Therefore, it may be speculated that many of the ASTD-OD
sented in the survey held at least middle-management posi

Most of the respondents said that they spent their O
at several different organizational levels. However, as
Table 2, they spent <u>most</u> of their time at about the same
below their own organizational level. The average in thi
A Pearson Product Moment Correlation between position le
ing level was found to be a significant .29.

TABLE 4

[illegible]

[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]

[illegible]

consultants, little is known about the thoughts of the many OD practitioners in the business community. Therefore, we asked the survey participants several questions concerning their definition of OD, its thrust, the processes and techniques which they are using in OD, and certain related topics. It was our purpose to find out what is being absorbed and used by the membership. The data can also be used to identify training needs and to structure the training around the general orientations of the membership.

OD Definitions

Several definitions of Organizational Development have found their way into the literature. The survey participants were given a representative sample of twelve basic definitions and were asked to check one or more which was acceptable to them. The following are the definitions provided. They are presented here in the order chosen by the respondents as acceptable to them. In front of each definition is the percentage of respondents choosing that definition.

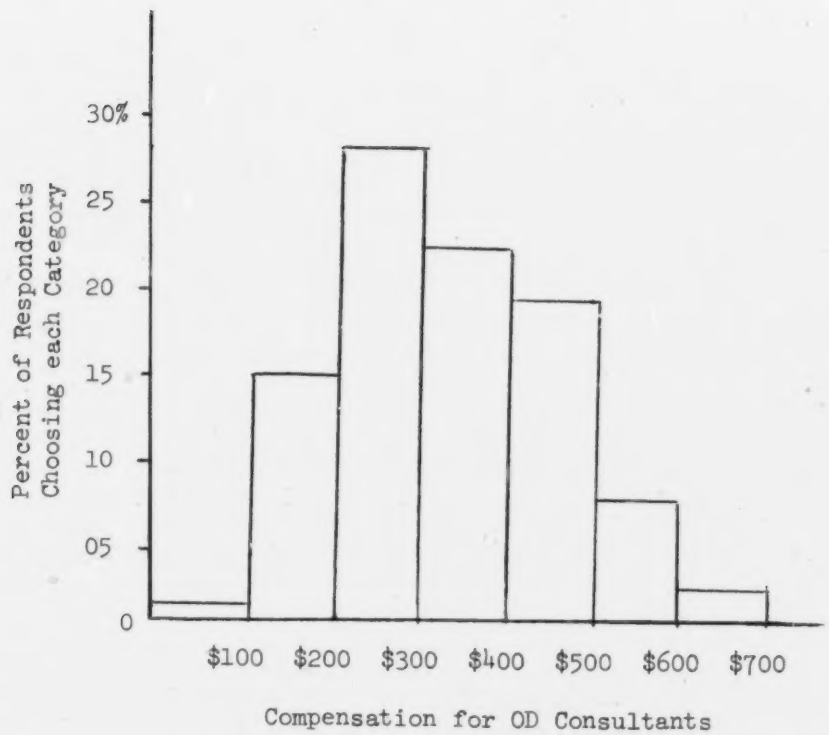
45% "An effort (a) planned, (b) organization-wide, (c) managed from the top, to (d) increase organization effectiveness and health through (e) planned interventions in the organization's "processes", using behavioral-science knowledge." (Beckhard)[3]

32% "Ways to change the organization from its current state to a better-developed state...involving systems analysis and the development of the interfaces between organization-environment, group-group, individual-organization, and person-person... outside consultants can provide new approaches and tools from time to time, but in the final analysis the capacity for OD must reside inside the organization." (Lawrence and Lorsch)[4]

30% "A systematic way of inducing change: (a) based on a structural model for thinking (the ideal versus the actual); (b) progressing in a programmatic sequence of steps from individual learning to organization application; (c) focused upon those silent and often negative attributes of culture which

TABLE 3

What the Respondents Felt OD Consultants
Should Be Paid Per Day



dictate actions that so frequently contradict business logic; (d) with emphasis on confronting and resolving conflict as a prerequisite to valid problem solving; (e) and employing a variety of techniques of organizational study and self-learning to bring about needed change." (Blake and Mouton)[5]

28% "A response to change, a complex educational strategy intended to change beliefs, attitudes, values, and structure of organizations so that they can better adapt to new technologies, markets, and challenges, and the dizzying rate of change itself." Examples might be "Team Development, Intergroup conflicts, Confrontation meetings, and data feedback." (Bennis)[6]

24% "An approach to organization problems that places primary emphasis on behavioral or people activities in attempting to integrate the informal and formal organizations for corporate effectiveness." (Glueck)[7]

21% "A planned process of cultural change...consisting of two phases: (a) diagnosis and (b) intervention." (Burke)[8]

21% "An evolving collection of philosophies, concepts, and techniques which aims at the improvement of organization performance by changing the social systems men use to collaborate. Changes may be directed at individuals, dyads, groups, inter-groups, formal structures or cultures." (Vaill)[9]

21% "An approach to the management of organizations that recognizes human interpersonal (interactional) process as well as formal structure and content as important and legitimate subject matter to be examined; and (a) a set of methods to address the above (Behavioral Science Technology); and (b) an organization that seriously and purposefully attends to the humanness of the people who work within." (Herman)[10]

18% "The engineering side of behavioral science as applied to organizations...comprising group centered methodology...to improve the performance of human organizations...involving diagnosis of the problems/opportunities/needed changes and action or intervention to bring about the necessary changes." (Mayer)[11]

15% "A total organizational effort to improve team effectiveness--decision-making processes in particular--in collaboration with behavioral scientist consultants...emphasizing team and goal effectiveness." (French) [12]

12% "The basic components are manager selection, personnel development, common understanding of the organization of work, management methods of planning, directing, and controlling work, and improved interpersonal relations and communications." (Goodacre)[13]

10% "A planned organization-wide kind of program...its component parts are usually activities which the consultant carries out with individuals or small groups." (Schein)[14]

As shown above, Beckhard's definition was chosen over the others by a rather significant margin. In part, this may be due to Beckhard's exposure in ASTD circles through the ASTD-produced film, the "Raymond Case", in which he played a major role. We do not mean to take any credit away from Mr. Beckhard. As will be shown later, he is a highly recommended author by the survey respondents.

The popularity of Beckhard's definition may be attributed to its completeness and simplicity. It appeals to those holding allegiance to any one of several OD processes and techniques, for none is emphasized or rejected, unlike those definitions least chosen. In reviewing the other definitions provided, Beckhard's appears to be a solid summary.

In addition to the above definitions, several respondents provided their own. All of them have merit and several, in the opinion of the writers, are quite good. Those definitions are supplied for the information of the membership and can be found in Appendix A.

The definitions provided in the survey, plus those added by the respondents, expose the reader to a good cross-section of OD thought. They should also prove useful as resource indicators for authors having similar dispositions as the readers' own.

OD Thrust

The survey participants were provided with a list of 18 examples of possible OD areas of thrust or program emphasis in organizations. They were asked to mark in what areas they thought the five highest

priorities should be placed. The full list of 18 OD thrusts can be found in Appendix B. The five most often chosen areas of major OD thrusts are presented below in their general order of priority.

- Building mutual trust and confidence vertically, horizontally, and diagonally.
- Changing the organizational climate in your employing organization--from "Point A" (where they are) to "Point B" (where they should be).
- Promoting orientation to operating by goals and objectives (i.e., MBO or the equivalent).
- Reducing tensions, anxieties, barriers to communications at all levels.
- Promoting optimum use of individual contributions heretofore underutilized.

As may be expected, these areas of major OD thrust fit closely with the standard OD definitions provided above. It may be interesting to note that they seem to be a good mixture of using and applying: (a) behavioral science knowledge--building trust, reducing tensions, and optimum use of individual contributions; (b) management strategy--moving from Point A to Point B; and (c) a specific OD process--MBO. Looking at them from another perspective, they range from the covert social-emotional level to the very overt rational level of dealing with organizations.

Several respondents provided their own ideas concerning where the major OD thrusts should be placed. These are provided in Appendix B along with the ones provided in the survey.

OD Processes and Techniques

Table 4 indicates what processes and techniques the respondents found to be of significant value to them in their OD efforts. The results appear to corroborate the earlier results of the OD thrust and follow closely with the standard OD definitions, i.e. using behavioral

science knowledge in processes and techniques to affect change.

The results, however, bring out some interesting information not readily found in the literature. First is that there is an apparent disenchantment with T-groups and Leadership Labs. It was only a few years ago that one could hardly talk of OD without also speaking of T-groups. T-groups were the main behavioral science process in OD. Now we find it coming in a poor tenth place among the 11 other available processes mentioned. The lack of enthusiasm for nonverbal exercises (mentioned as the least-preferred OD "technique" in Table 4) is a further indication of the change that has taken place in conceptions of the OD field in recent years.

Another interesting result was that the survey questionnaire/feedback process received so much support. This process has generally been played down by the OD academicians in favor of the more social-emotional processes such as team building, currently acknowledged to be a favorite among the respondents. This may be an indication of a positive link between traditional personnel activities which have used attitude survey questionnaires and newer OD concepts exemplified in the feedback process.

The general advocacy of MBO processes by the respondents is another interesting finding, for MBO has only recently been integrated in the literature of OD. Yet, the majority of respondents said they are using MBO in their OD work. A further shortcoming in MBO-OD linkage may be indicated by the fact that few of the respondents were doing much of

TABLE 4

Percent of Respondents Who Chose the Process or Technique As Being of Significant Value to Them in Their OD Efforts

Processes

49%	Survey questionnaire/feedback	43	Involving several levels simultaneously in training programs
53	Third party consultation	24	Grid systems and theory
42	Seminars, "retreats"	58	Promoting management by objectives
19	T-Groups, Leadership Labs	66	Team building programs
30	Motivation training	17	Job enlargement activities
37	Planned intervention(s)		

Techniques

38%	Paper/pencil exercises/instruments	26	Use of audio-visual media
77	Problem analysis, systematic development of group solution(s)	7	Nonverbal exercises
49	Conducting group self-appraisals	17	Getting involved in the selection and hiring of top management people
17	Being instrumental in revamping of organization's compensation system	34	Evaluation of key people, policies, procedures, programs, effectiveness
40	Being instrumental in revamping of organization's perf. review system	36	Developing performance criteria related to job specifications for key managerial personnel in the firm

anything with their organization's compensation system. The lack of this important link to the reward/punishment system may be very detrimental to the OD/MBO programs in general and may indicate a gap in OD training which perhaps should be covered by the ASTD-OD Division.[15]

Finally, the results indicate that, while group processes and techniques are emphasized by OD practitioners, the individual and his effectiveness is still a prime target in the OD effort. This is also evident in the OD thrusts and definitions. In fact, the OD thrusts added by the respondents' individual concerns had a slight edge over group concerns. Perhaps many ASTD-OD members need exposures educationally to the differences between individual development and organizational development. These concepts appear confused in the minds of our members and deserve clarification.

Measuring OD Results

Over 75 percent of the respondents said they have "measured" their OD efforts. The majority of respondents who measured their OD efforts indicated that they rely heavily on highly subjective methods, such as internal observation by themselves or their staffs (71%) and participants' verbal evaluations (65%). However, 57 percent did indicate the use of some type of questionnaire.

Although some of the respondents were attempting to measure the results of their OD efforts in terms of performance criteria, there seems to be a general lack of sophistication in this area. A few mentioned using profit and loss statements, indicators of productivity, turnover, and cost reduction. But little is known about how they were linked to

the OD effort, whether control groups were used, or whether other important information needed to assess their validity was obtained.

An additional comment on whether OD practitioners are effective in terms of measuring results of their work might be useful. In recent years (and probably somewhat stimulated by a lagging economy), we have seen increasing industrial and governmental use of performance measures variously called "performance indicators", "performance criteria", "cost effectiveness measures", "bottom-line tests", and so forth. We have seen these kinds of measures (some simple, some complex composites) coming out of the treasurer and controller functions in organizations, from marketing departments occasionally, and sometimes from work measurement and personnel departments. These measures have been advocated and supported largely by individuals whose backgrounds have included graduate business school. While OD people are starting to look at such measures, and seem to be applying labels such as "hard" measures versus "soft" measures to them, it would appear that the typical OD practitioner is somewhat behind some of his managerial peers in other portions of the organization in respect to measurement. While speculative, it is hoped OD practitioners will learn to understand and use already existing performance measures rather than become subject to the "NIH" (not invented here) phenomenon which so frequently occurs between staff people in organizations.

External Forces Influencing OD Efforts

The survey participants were provided with a list of six external factors which may influence their OD efforts and were asked to place them

in order of greatest influence. Below are listed the six factors in order of their perceived influence.

- Historical development of the firm/agency.
- Type of agency.
- Cultural changes in the society.
- Type of financial structure (egs., proprietorship, partnership, corporation, conglomerate, government, etc.)
- Customer base(s) (i.e., individual, company, or government agency).
- Type of market structure.

Several of the respondents added other factors. However, they were inclined to concentrate primarily on influences within the firm or agency. Representative examples include: management style, attitude and quality of top leadership, and profitability of the organization. A few did mention factors external to the firm, such as federal and/or state laws (e.g. Occupational Safety and Health Act) technological change, and external support systems, including NTL Institute for Applied Behavioral Science (NTL-IABS), and consultants.

Sources of OD Information

Nine periodicals were listed which generally contain some information concerning Organizational Development research and current efforts. The respondents were supposed to place them in order of usefulness in providing information on the "state of the art" in OD. However, only three periodicals were read by more than 50 percent of the respondents. Those were ASTD's Training and Development Journal, the Journal of Applied Behavioral Science, and the Harvard Business Review.

Apparently, the respondents: (a) do not have access to all of the periodicals; (b) prefer to limit their reading to a few periodicals; or (c) do not have time to read nine periodicals, or in some cases even read one! It should be remembered that as practitioners, which the majority are, they have obligations to their individual organizations for an exhausting part of the day, unlike academicians whose obligations most likely include continually keeping abreast of the field. Furthermore, as reported above, OD work is a full-time job for only a very few respondents. Most need to keep current on other aspects of their work.

For the interest of readers, the remaining six periodicals which were listed as possible sources of information are: Personnel Administration, Personnel Journal, Personnel, Public Personnel Review, California Management Review, and Training in Business and Industry. In addition, the respondents added eight of their own, including Innovation, Long Range Planning, the Conference Board Record, Human Behavior, OD Practitioner (NTL-IABS), Psychology Today, Administrative Science Quarterly, and Business Week.

The respondents listed many books which they found useful sources. By far, the most often mentioned were those in the Addison-Wesley Series on Organizational Development.[16]

Several ASTD functions were also deemed important as sources of OD information. The National Conference sessions were specified as useful sources by several of the respondents. Other ASTD functions most often mentioned were chapter meetings, ASTD-OD workshops, the Team Building

Institute, the Raymond Case, and general OD Division materials provided to the membership.

Other functions specified by two or more of the respondents as helping them keep up with the "state of the art" were NTL-IABS OD network meetings, various programs of NTL-IABS, and certain AMA courses.

Finally, a list of 43 authors in the field of Organizational Development and Personnel Management was provided. The survey participants were asked if they had read any materials written by the particular author and if they would recommend him or her to others. Their responses are shown in Table 5. As expected, people such as Herzberg,[17] Maslow,[18] and McGregor[19] are both highly read and recommended. However, the writers believe that the usefulness of this table is in the presentation of innovative authors who are not widely read yet but are highly recommended by those who have read them to the general membership. For instance, Luft[20] was only read by 21 of the respondents, yet 91 percent found the reading enjoyable and worthwhile. Another good example would be Vaill,[21] with only 22 having read his works and 86 percent recommending him to others. Thus, by reading only the well-known authors in the field, some of us may be missing the boat.

Respondents' Comments on the ASTD-OD Division

The respondents were asked to complete five sentences concerning the ASTD-OD Division. The following are the sentences and a summary of the respondents' comments.

°I wish the ASTD-OD Division would start...

Most of the comments centered around communicating information about OD and the state of the art. There appears to be a need for disseminating information on two levels.

The first level is for newcomers to the field. Communication is needed here of basic information about "just what is OD" and the various approaches to OD in use today. Several suggestions were put forth to meet this need. One often repeated suggestion was for trainers to be offered a course on basic OD at least once a year. New members could then be exposed to the several schools of thought in the area and participate in OD exercises. One respondent suggested having a tape library which could be used on an individual learning basis. Finally, it was suggested that the ASTD should compile a bibliography of sources of information on OD. This, of course, could not only be used for beginners but also for all members interested in broadening their knowledge about OD efforts.

The membership more familiar with OD concepts would like to see more information-sharing among ASTD-OD members about OD efforts. Several persons commented that they were no longer interested in the theoretical basis for OD processes and techniques. Instead, they want more practical information. It was suggested by some that the OD Division should publish a newsletter or distribute literature concerning actual OD efforts underway. Members could share their approaches to problems and their successes and failures. Critiques of OD applications would also be useful.

The idea of sharing more information about actual experiences among

TABLE 5

Authors Read By the Respondents To Advance Their Knowledge of OD:
Number Who Have Read Each Author and Percent Who Would Recommend the Author to Others

(n=95)

Author	Number Who Have Read Author	Percent Would Recommend Author
ARGYRIS, C.	81	84%
BECKHARD, R.	68	94
BENNIS, W.G.	75	83
BAVELAS, A.	14	36
BLAKE, R. & MOUTON, J.	85	85
BRADFORD, L.R.	33	77
BURKE, W.W.	45	80
DAVIS, S.	27	93
DRUCKER, P.	83	90
FERGUSON, C.K.	13	85
GELLERMAN, S.	73	80
GIBB, J.	31	90
HERMAN, S.	12	83
HERZBERG, F.	89	91
HORNSTEIN, H.A.	19	84
HOUSE, R.H.	29	76
KNOWLES, M	31	81
LAWRENCE, P.R.	34	82%
LEAVITT, H.	34	85
LEWIN, K.	64	89
LIKERT, R.	75	85
LIPPITT, G.	71	86
LIPPITT, R.	31	87
LORSCH, J.W.	40	83
LUFT, J.	21	91
MAHLER, W.R.	44	77
MASLOW, A.	86	93
MASSARIK, F.	14	64
McCLELLAND, D.	51	82
McGREGOR, D.	85	95
MIAL, D.J.	8	63
MILES, M.	21	86
MYERS, M.S.	33	82
MARROW, A.	28	82
MORTON, R.B.	22	64%
ODIORNE, G.	80	89
ROGERS, C.R.	51	90
SCHEIN, E.H.	58	92
SCHMIDT, W.	26	85
SHEPARD, H.	35	97
TANNENBAUM, R.	43	79
VAILL, P.B.	22	86
WALTON, R.E.	24	79

Authors Added by the Respondents

Skinner, B.	Jones, J.
Mager, R.	Dupre, W.
Nord, F.	Eddy, W. R.
Batton, J.	Brown, R.
Nadler, L.	White, W.
Kidd, J.	Buckl[illegible]
Silverns, L.	Levin, R.
This, L.	Reddi[illegible]

the membership was a common theme. It was suggested that ASTD meetings include special sessions for this purpose. Again the purpose would be to share: (a) what worked and did not work for them; (b) critiques; and (c) measurement tools.

The respondents, in keeping with a practical approach to their needs, also requested more "how to" sessions, i.e. train the trainer. They would not only like to know about new techniques but also the actual "nuts and bolts" of how to carry them out.

In maintaining the theme of members' helping each other, it was suggested that the OD Division develop a Human Resource Accounting System. Such a system could be used to draw on the membership for needed information, to bring together those with common interests, to help in planning OD needs, etc. Such a system could possibly fill one respondent's needs; that is, to have a list showing which OD specialists would be willing to volunteer their services to nonprofit organizations with limited funds.

° I wish the ASTD-OD Division would discontinue...

In general, the respondents suggest they want more out of the OD Division rather than discontinuance of anything. Again, pragmatism was a common element in the answers. Closely tied with the answers to the previous question, the respondents would like to discontinue or at least decrease the discussions of theories and increase discussions of what methods and programs have worked. According to some, the focus in the OD Division in the past has been too much toward academicians and

and not enough toward managerial and training practitioners with limited time to develop OD knowledge.

° In my opinion, the ASTD-OD Division is...

Most of the respondents who commented on this question feel that the ASTD-OD Division is at a standstill or at least moving ahead only very slowly. Its value to the average training director is seen as limited at the present time. Part of the problem, as seen by some, is that it is still in the infancy stage.

° In OD, I would like to know more about...

The comments centered around specific techniques and processes--again the practical approach rather than the theoretical. When not asking about specifics, the respondents were once more interested in what other OD specialists are doing. There is a distinct need to know what methods have been tried and their results. Failures in OD should also be published so that a more systematic analysis of their causes can be undertaken.

° Right now, I'd say the ASTD-OD Division should...

The majority of comments centered around this one thought--get moving! Some feel that the Division should conduct an OD study of itself to increase its effectiveness in serving the membership. Of course, that is what the questionnaire was all about! OD efforts should begin with data gathering.

Planning Implications of the Survey Results

Throughout this paper, the writers have indicated OD training gaps and perceived professional needs of the membership. In attempting to meet these deficiencies, one basic fact must be recognized: a significant

portion of the membership is composed of part-time OD practitioners. And, as part-time practitioners, they do not have the time to spend keeping abreast of the latest in OD via a myriad of books, readings, and periodicals. In this connection, the reader should recall of the nine basic periodicals conveying OD news, only three were read by more than 50 percent of the respondents.

One might speculate that many of the OD Division members joined the Division hoping that it would be a clearing-house for useful information that could be directly applied in their organization or at least help them to sort through the literature. Several were disappointed.

As indicated by their comments, many felt that too much stress was being placed on the theoretical aspects of OD. This may very well be true. For in our zeal to establish OD as a viable applied science and academic discipline, we may nave lost sight of the needs and orientations of the majority of our membership out in the business world.

This is not to say that we should drop theory altogether but instead to temper it a bit. If the respondents' educational level is at all representative of the general membership, we believe that they will appreciate that sound theory should always provide a base for OD work and discussions. However, a good mixture of the "nuts and bolts"--"how to do it" information should also be collected, packaged, and communicated to ensure that the theory-based practice has a chance of being tried.

The lack of information about what other practitioners are doing in their OD efforts, what they have tried, and what worked or failed is a

common cry from the membership. The ASTD's Training and Development Journal does not seem to have been adequate in meeting this need to date. Perhaps it is too formal and varied in content from issue to issue to meet some of these informational needs about OD. Possibly frequent informal sharing of our gut feelings about OD efforts underway or completed would, at times, better serve the interests of ASTD-OD members. This sharing may come in the form of newsletters, in which the membership can speak out, or special information-providing sessions.

Until now, little has been known of the membership characteristics of OD Division members or their orientations toward OD. With this questionnaire, OD Division members have provided some input into the ASTD's activity planning. However, too much still remains unknown and too little input has been provided.

The membership of the OD Division needs a way to make more input into the National Conference Program and ASTD educational activity planning sessions. One approach would be to provide the registrants at the National Conference at the time of registration with an opportunity to express what OD problem they would like one of the conference sessions to deal with. At the 1972 National Conference in Houston, Texas, the OD Division worked out a micro-university design which was quite responsive to this need.

Aside from special conventions, the membership should regularly be contacted to gather information concerning their specific training needs. A long survey, such as this one, need only be done periodically. But it should be done.

Currently, two-way communication between the officers and the general membership is very deficient for a society that advocates open organizational systems. Questionnaires such as the one used in our survey provide a useful first step toward improving communications. We need now to open up additional channels and take corrective action. This is easier said than done in an organization composed of busy people who have limited time to volunteer for the accomplishing of complex tasks. However, this challenge must be met if the ASTD-OD Division is to perform in a way that is relevant and desired by the membership.

* * * *

A copy of the questionnaire used in this study can be obtained on request from:

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OD Definitions Provided By The Survey Respondents

- The OD practitioner is involved with interpersonal competence, goals, and the system needed to support the goals.
- Doing what is necessary and practical to help your organization grow and make money.
- A planned process of facilitating organizational change, including the steps of diagnosis of current organizational health, identification of barriers to organizational effectiveness, planning and implementing change, and evaluating the effect of change procedures, approaches, or relationships.
- "...is the concern for vitalizing, energizing, actualizing, activating, and renewing of organizations through technical and human resources." (Chris Argyris)
- The application of behavioral science concepts and techniques in a problem solving format to increase individual and organizational effectiveness.
- A planned effort to permit organizations and their components to systematically diagnose current conditions and experiment with changes intended to bring about greater individual and organizational effectiveness--the organization seen as a dynamic open system.
- A process to strengthen organization members' ability to identify and make needed changes for improvement on a continuing basis.
- A systematic attempt to improve the way in which an organization utilizes its human resources.
- An all inclusive method of achieving organizational goals in such a way that the organization is rejuvenated rather than fatigued by the goal effort. Business logic, physical plant and equipment are all sub-sets of the OD approach.
- OD is modifying the organization climate to more fully consider the feeling side of "man" as we interact to achieve organization objectives.
- "A systematic, collaborative, problem solving approach to the human problems of an organization in response to change." (William J. Fillmore)

OD Thrusts Provided in the Survey Questionnaire and Added By the Respondents

Survey Questionnaire

Building mutual trust and confidence vertically, horizontally, and diagonally.

Promoting orientation to operating by goals and objectives (i.e., MBO or the equivalent).

Injecting objectivity into the system (the organization).

Promoting optimum use of group contributions heretofore under-utilized.

Removing "garbage" (poor communications, misunderstandings) from the system.

Increasing conceptual skills and abilities of individuals.

Teaching individuals/groups how to learn from their experiences.

Easing intra- and inter-corporate mergers, departmental amalgamations.

Increasing meaning of training for subordinate personnel (via top mgt. involvement).

Reducing tensions, anxieties, barriers to communications at lower organizational levels.

Reducing tensions, anxieties, barriers to communications at middle organizational levels.

Reducing tensions, anxieties, barriers to communications at higher organizational levels.

Reducing tensions, anxieties, barriers to communications at all levels.

Unleashing heretofore under-utilized creative talents, innovative skills.

Expanding market penetration, variety of products/services offered to firm's customers or agency's clients.

Increasing level of enthusiasm and job satisfaction among all employees in the organization.

Promoting optimum use of group contributions heretofore under-tuilized.

Respondents

Identifying of organization's real problems and bringing formal and informal organizational efforts to bear in continuously confronting and attempting to resolve those group and individual problems.

Work with Board of Directors to help them work as effectively as possible in terms of the future of the business.

Increasing individual and organizational effectiveness.

Promoting optimum use of individual and group contributions heretofore under-utilized.

Assisting any (all) managers in solving problems through the application of behavioral science knowledge (either "task" problems or "people" problems).

Increasing ability of managers and professionals to perform increasing technical skills and decision-making ability.

Developing a cultural norm, goal, or parameter.

FOOTNOTES

1. Thomas H. Patten, Jr. was General Chairman of the ASTD-OD Division for 1972.

2. The "we" includes: Jan Margolis of the Center for a Voluntary Society (and ASTD-OD General Chairperson for 1973); J. Taber Bolden of the National Broadcasting Company; and Craig C. Lundberg of Southern Methodist University.

3. Richard Beckhard, Organization Development: Strategies and Models, Reading: Addison-Wesley, 1969, p. 9.

4. Paul R. Lawrence and Jay W. Lorsch, Developing Organizations: Diagnosis and Actions, Reading: Addison-Wesley, 1969, p. 4.

5. Robert R. Blake and Jane S. Mouton, "OD--Fad or Fundamental?" Training and Development Journal, Vol. 24, No. 1, January 1970, p. 3. A further elaboration may be found in Blake and Mouton's book Building A Dynamic Corporation Through Grid Organization Development, Reading: Addison-Wesley, 1969.

6. Warren G. Bennis, Organization Development: Its Nature, Origins and Prospects, Reading: Addison-Wesley, 1969, p. 2.

7. William F. Glueck, Organization Planning and Development, New York: American Management Association, 1971, p. 10.

8. W. Warner Burke, "A Comparison of Management Development and Organization Development", Journal of Applied Behavioral Science, Vol. 7, No. 5, September/October 1971, p. 570.

9. Peter B. Vaill, An Informal Glossary of Terms and Phrases in Organization Development, Unpublished Document, 1970, p. 10. For more elaboration of his definition see his monograph, The Practice of Organization Development, Madison: American Society for Training and Development, 1971.

10. Stanley M. Herman, "What is This Thing Called Organization Development?" Personnel Journal, Vol. 50, No. 8, August 1971, p. 595.

11. Richard J. Mayer, "Organization Development - The Engineering Side of Behavioral Science", Management of Personnel Quarterly, Vol. 10, No. 3, Fall 1971, p. 26.

12. Wendell French, "Organizational Development - What It Is and Is Not", Personnel Administrator, Vol. 10, No. 1, January/February, 1971, p. 2.

13. Daniel M. Goodacre, "Organization Development: The Name or the Game?", Training and Development Journal, Vol. 23, No. 5, May, 1969, p. 22.

14. Edgar H. Schein, Process Consultation: Its Role in Organization, Reading: Addison-Wesley, 1969, p. 3.

15. This point is discussed in Thomas H. Patten, Jr., OD - Emerging Dimensions and Concepts, Madison, American Society for Training and Development, 1973, especially the article "OD, MBO, and the Reward System".

16. These include the books in footnotes 3, 4, 5, 6, and 14 above and Richard E. Walton, Interpersonal Peacemaking: Confrontations and Third-Party Consultation, Reading: Addison-Wesley, 1969.

17. See, for example, Frederick Herzberg, Work and the Nature of Man, Cleveland: World, 1966.

18. See, for example, Abraham H. Maslow, The Farther Reaches of Human Nature, New York: Viking Press, 1971 and Motivation and Personality, 2nd ed., New York: Harper and Row, 1970.

19. See, for example, Douglas McGregor, The Professional Manager, New York: McGraw-Hill, 1967 and his The Human Side of Enterprise, New York: McGraw-Hill, 1960.

20. See, for example, Joseph Luft, Group Processes, Palo Alto: National Press Books, 1970; and Of Human Interaction, Palo Alto: National Press Books, 1969.

21. Vaill, op. cit.